

NOTE: The NASA Executive Potential Program Web Site is currently under development. This preliminary information is provided to support individuals applying to the program 2003-2004 program year. Please check back to this site for updated information.

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Program Overview

To ensure mission success into the future, NASA needs a diverse cadre of leaders who are adaptable, who inspire, motivate, and guide others to produce real results, who mentor and challenge the workforce, and who demonstrate high standards of honesty, integrity, trust, openness, and respect.

As part of NASA's integrated Strategic Human Capital Plan, the **NASA Executive Potential Program (NEPP)** is a key succession-planning tool aimed at ensuring that Agency has right kind and number of diverse leaders to achieve mission success.

Specifically, the NASA Executive Potential Program (NEPP) is intended to:

- Prepare leaders to take on higher and broader roles and responsibilities in the near future
- Provide opportunities to obtain experiential understanding of Agency-wide, national and global issues and their impact on NASA's mission and U.S. goals
- Enhance understanding, effectiveness and mobility across programs, projects and Centers
- Provide opportunities to participate and contribute while learning, and
- Create a culture of collaborative leaders who understand and focus on achieving valuable results that matter to the American people and to the world

As part of NASA's integrated Strategic Human Capital Plan, the **NEPP is a succession-planning tool** aimed at ensuring that NASA has the leaders it needs for the future. The NEPP is intended to prepare leaders to take on higher and broader roles and responsibilities in the near future.

The NEPP is NOT a "guarantee" of a future promotion, selection for a particular position, or a prerequisite for entry into the SES. Rather, future promotion is dependant upon the increased leadership effectiveness of the individual participant.

The NEPP is aligned with the NASA Senior Executive Service (SES) selection criteria. Those specifically interested in candidacy for SES selection should consider NASA's SES Candidate Development Program.

Using an Agency-wide competitive process, the **selection for NEPP** targets high-performing GS 13-15 civil servants who are committed to serving in NASA, and are seen as future Center and Agency leaders. The

NASA Executive Development Education Panel makes selections for the program.

Related Web Sites:

OMB SES Executive Competencies:

<http://www.opm.gov/ses/qualify.html>

NASA SES Candidate Development Program:

<http://nasapeople.nasa.gov/training/devprogs/sescdp.htm>

Selection Process

Center Director's should submit the number of nominees needed to fully support the Center's succession planning needs. The Agency's need and financial resources available will determine the actual number of participants each year.

Center Directors will submit nominees in priority order to their Institutional Program Office. The Institutional Program Office will have the option of identifying an Enterprise Priority before submitting candidates to the NASA Training and Development Office, Code FT.

Nominees will then be subject to an agency-wide competition conducted by the NASA Executive Development Education Panel. Nominees will be selected based on a paper review only. No interviews will be held.

Employees who wish to be considered for the NEPP can initiate the process, but require the full support and endorsement of Center management to advance in the process."

Selection Criteria

Using an Agency-wide competitive process, the NEPP targets high-performing GS 13-15 civil servants who are committed to serving in NASA. The program is designed for current or future Agency leaders including technical leaders.

Centers should use the following criteria in choosing the best candidates to support the achievement of Center and NASA missions and goals.

Timing

- Candidates selected for the NEPP should be individuals that the Center Director expects to take on greater responsibility within the next 12 to 18 months.

Characteristics and Abilities

Candidates must:

- Be Willing to Make a Commitment to NASA: All participants must sign a three-year continuing service agreement prior to be accepted as a candidate for the NEPP. We take this commitment seriously – our aim is to invest in future leaders in public service.
- Meet Grade Requirements: Candidates must be grade 13, 14 or 15.
- Have the Prerequisite Training: MIP/MEP or Equivalent.

In addition, individuals must demonstrate the ability or have shown high potential to:

- Produce Tangible Mission Results: Assures that team/organizational goals and objectives are achieved in a timely and effective manner.
- Be Open to Feedback and New Ideas: Manages self in a manner that fosters learning and high performance. Is willing to be coached and has the ability to be self-critical. Thinks “out-of-the box.”
- Take Risks: Applies critical and appropriate judgment to decision making and thinking strategies to interpersonal, organizational and complex societal issues.
- Understand Center, NASA and National Goals: Has a broad understanding of the Center’s role in meeting NASA goals. Works to increase collaboration and cooperation across NASA. Has a strong commitment to enhancing NASA’s impact on National goals and improving the quality of life on Earth.
- Lead Teams or Projects: Actively leads and manages teams and integrates program goals and values and organizational, stakeholder and customer needs.
- Work Well With Others: Works to build and maintain trust and supportive relationships. Understands and knows how to leverage the impact of the informal organization to accomplish goals.
- Have Unquestioned Credibility: Has the respect of supervisors, peers and subordinates.
- Possess Respected Technical Competency: Maintain a high level of competency in his/her technical or functional discipline.

Individual Development Plan

Developmental planning is an integral part of the NEPP because it provides a rational, systematic framework for assessing developmental needs in terms of both the individual's career goals and NASA's human resources needs. The Individual Development Plan (IDP) is a statement of specific job-related knowledge and skills that the individual seeks to improve or strengthen, along with the activities planned to acquire the desired knowledge and experience. Candidates who do not already have a Center IDP should contact their supervisor before proceeding.

Nomination Forms

Candidates for the NEPP are required to complete and submit the following:

- A Center Individual Development Plan (IDP),
- A Description of their intended primary Developmental Assignment with concurrence signed by the prospective NEPP Developmental Assignment Supervisor
- NEPP Application Form, and
- Fellowship Application Form, NASA 1591

Candidates can identify primary Developmental Assignments by either:

- Selecting a Developmental Assignment from those available (see below)
- OR negotiate a position directly with a host supervisor.

Candidates must:

- Obtain an agreement from the prospective NEPP Developmental Assignment supervisor before attaching the description of duties to the application form.

Nomination Form Completion

Since the task of identifying and screening nominees is the responsibility of the Executive Resources Panel (ERP) at the Center, the IDP, NEPP Form and Fellowship Application Form must:

- Clearly state specific objectives to be derived from participation in the NEPP;
- Contain strong endorsements from the immediate supervisor and the Center Director.
- Describe a reentry plan for the participant upon his or her return; and

- Contain a description from the Development Assignment supervisor of the major duties entailed in the assignment.

Related Web Links:

Developmental Assignments

Assignments: <http://www.hq.nasa.gov/office/codef/codeft/pdp/pdpops.html>

[Fellowship Application Form 1591:](#)

NASA Executive Potential Program Application Form

Part I – Participant Information

Name: SSN: Date of Birth:

Home Center: Mail Code/Stop: Grade:

Organization Address:

Title: Degree: Major:

Phone: Fax: E-Mail:

Home Supervisor: Phone: E-Mail:

Position (check one): ☐ Administrative ☐ Engineer ☐ Scientist ☐ Other _____

Part II – Primary Developmental Assignment

Location (City & State):

Plan Start Date: Plan End Date:

Organization Name:

Organization Address (Including Mail Code):

Assignment Supervisor: Phone: Fax: E-Mail:

Part III – Collateral Assignment

Collateral Location if Known (City & State):

Plan Start Date: Plan End Date:

Organization Name:

Organization Address (Including Mail Code):

Collateral Assignment Supervisor: Phone: Fax: E-Mail:

Attach Collateral Assignment Description

Part IV – Applications will not be accepted without the following attachments:

- Center Individual Development Plan
- Primary Developmental Assignment Description
- Fellowship Application Form (NASA Form 1591) including gap analysis

Selection Schedule

The following is the annual schedule for the selection of NEPP candidates.

March	Headquarters publishes a call for nominees.
April	Centers post developmental assignment opportunities available on their web site with links to the HQ NEPP Developmental Opportunities site.
May	Centers issue call for nominees (date may vary by Center)
June – August	Each Center and Headquarters Office identifies individuals who have demonstrated the potential to assume greater responsibility within the Agency and hold local competition
August	Centers submit nominees to Institutional Office Associate Administrators
September 1	Nominations due to Headquarters, Code FT from
September – November	Executive Development Education Panel Holds Agency-Wide Competition.
December 1	AA's and Center Directors notified of employees selected.
December 15	Employees Notified

Program Design

The program is framed around an integrated set of elements that serve as common threads across the year-long NEPP experience. These include;

- a powerful results-based leadership model;
- a series of shared learning workshops;
- class training and customized individual training;
- tailored developmental and collateral assignments,
- rigorous, ongoing leadership coaching and feedback,
- leadership benchmarking, and
- an Agency-wide results project.

Results Based Leadership Model

The philosophy of the NEPP program is that ***leadership is about producing real results, leadership occurs at all levels, and optimal leadership learning occurs through doing.*** The NEPP provides a way to transfer highly refined skills and talents to new situations, develop individual expertise and enhance the performance of the Agency's mission. The individual who makes the personal

investment necessary to participate fully in the NEPP is better prepared for his or her future career demands and changes.

The “Leadership Choices” model frames leadership simply and powerfully as a set of choices made around:

- **Alignment: Leaders consistently communicate in a way that enrolls others to find common values, create a shared vision and align behind a powerful mission.** Leaders communicate clearly about the values that guide them, their commitment to the mission and the picture of the future they want to create.
- **Results: Leaders focus on powerful results.** Leaders choose to target results that are observable, measurable, and valuable to the organization; results that connect to values, mission and vision; results that challenge the status quo. Leaders who choose results that benefit society bring to their work a fundamental understanding that "it's not about what you do, but rather about what gets done."
- **Action: Leaders keep themselves and others in action to produce results.** Leaders identify the steps necessary to achieve their desired results, enroll key partners who will support the effort, and hold themselves accountable for the success of the organization.

Leadership Workshops

Over the course of the year, the NEPP class meets six times for leadership development and professional skills training. Each session builds on the previous sessions' work, preparing participants to re-enter their NASA careers at a new level of leadership and technical capacity. Workshops will be enhanced through a series of integrated training sessions designed to introduce skills and knowledge that will strengthen participants' new leadership awareness.

All workshops will involve pre-work assignments, structured interactions involving learning, coaching and feedback, and periodic videotaping to enable participants to actually view themselves in front of the group.

Developmental Assignments

Each participant has two or more Developmental Assignments designed to challenge them and increase their understanding of Agency, Federal, and National issues. These assignments will vary widely both geographically and technically.

Developmental Assignment – General Information

- Participants are required to undertake Developmental Assignments for up to one year with a primary assignment of no more than 9 months. Participants may engage in one or more Collateral Assignments. Assignment must be outside the home Center.
- The Developmental Assignment provides opportunities for experiential learning in new tasks and functions, learning about the host organization's operations, and exposure to Agency-wide and government-wide issues and decision-making processes.
- Participants are encouraged to seek opportunities that will expand their scope of experience and understanding as much as possible.
- Often, participants from field Centers select a Developmental Assignment at NASA Headquarters. The benefits of such an assignment have been tremendous for past participants, and are widely recognized by Center management.
- Participants not assigned to Headquarters take part in some NEPP activities through teleconferences.

Developmental Assignment – Responsibility for Planning

- The individual is responsible for coordinating with their home supervisors to determine the assignments and experiences that will best meet their development needs and the needs of their Centers.
- In many cases, the positions described by potential host organizations do not meet the specific needs of the individual participants.
- Each participant is encouraged to follow these steps to assure the best possible experience during the NEPP year:
 1. Review current skills and abilities and identify areas where improvement or additional experience is desired. Participants are required as part of the process for completing the Fellowship Application Form, NF 1591, to complete a gap analysis.
 2. Identify the primary developmental objectives for the year with your supervisor and Center management.
 3. Explore work assignments with your supervisor and Center management that will provide opportunities for acquiring leadership expertise and a broad understanding of NASA and its role in meeting National goals.
 4. Consult mentors, the training staff, or previous participants for additional ideas and suggestions.
 5. Obtain endorsement from the NEPP Assignment Supervisor.

6. Follow your Center's instructions for completing required nomination forms.

The probability of being selected for the program is higher if the applicant thoroughly examines what he or she hopes to gain through participation and has described how selection would mutually benefit the individual, the installation and NASA.

Note: The applicant is also responsible for notifying the NEPP Developmental Assignment supervisor immediately after their selection into the program.

Collateral Assignment

- Each participant is required to complete a Collateral Assignment designed to broaden a participant's understanding of cross-Agency, national or global issues.
- For participants engaging in one-year assignments, collaterals must be at least 90 days in length and performed in an organization outside the original Developmental Assignment organization.
- The time frame associated with the Collateral Assignment is determined by the nature of the duties and by joint agreement between the participant and the Collateral Assignment supervisor. Usually the length of the collateral will be a minimum of three months to a maximum of six months.
- Participants should pursue Collateral Assignments outside their technical or program area. Outside organizations such as industry, academia and other Federal agencies are also possible locations for Collateral Assignments. International Collateral Assignments may also be arranged under special circumstances.
- The Training and Development Division assists in making arrangements for Collateral Assignments. Usually participants complete the requirement in the second half of the program after they have had a chance to identify an appropriate learning opportunity.

Developmental Assignment Opportunities

Current Developmental Assignment opportunities identified by NASA Headquarters, Centers and outside organizations are identified on this website, but they are not the only assignments possible. If an appropriate assignment is not available on the Web, participants are encouraged to contact the organization they are interested in and negotiate an adjustment to the posted assignment or another assignment that will meet their developmental needs and those of the host organization.

Developmental Assignment Documentation

The following guidelines are to be followed for documenting details related to NASA Developmental Assignments. Developmental Assignments may be made to positions of the same grade that do not have promotion potential. IPA authority is not to be used for NASA Developmental Assignments.

- Developmental Details Less than 120 Days to Other Federal Agencies: If a detail is part of a sanctioned NASA developmental program, no documentation, beyond the developmental program documentation, is required.
- Developmental Details greater than 120 days to Other Federal Agencies: An Agreement for Temporary Assignment Outside NASA will be completed and approved by the HQ Office of General Council.
- Developmental Details Outside the Federal Government: An Agreement for Temporary Assignment Outside NASA will be completed and approved by the HQ Office of General Council.

Training

Program Training

During each of the six workshops participants engage in training related to the development of leadership knowledge and skills. While this training can vary from year-to-year participants will normally attend training in:

- Congressional Operations
- TBD (This portion of the program is still in development.)

Customized individual training opportunities

Each participant will have the opportunity to participate in customized training opportunities designed to meet the individual's needs. Individual training needs should be discussed with the home supervisor and identified in the participant's IDP. Training may include:

- Workshops related to their work assignment or developmental objective.
- Executive development programs conducted by organizations outside of NASA (encouraged but not required).
- Short management seminars, technical workshops or other selected courses.
- **Tuition:** Tuition costs up to \$1000.00 per year are provided by the Headquarters Training and Development Division. If travel is required for training, it must be requested from the developmental assignment

office or the participant's home Center. Training must be requested on a NASA Headquarters Form 56 and submitted to the NEPP Program Manager at least two weeks prior to the start of the training course.

Coaching and Mentoring

At each NEPP session, as well as in individual sessions during the year, participants will have access to personalized leadership coaching and feedback from the team of Program Leaders and consultants supporting the program. This resource is intended to allow highly individualized input on assessing leadership strengths and areas needing development.

Each participant is provided with a minimum of 1.5 hours of leadership coaching. Coaching sessions are tailored to meet specific requirements of the participants and incorporate the Myers-Briggs Type Indicator and other specialized instruments where necessary.

Selecting a Mentor

Once a participant is accepted in the NEPP they will be assigned a transition mentor, someone who has recently had this type of developmental experience. This individual will help the participant prepare for the program and provide guidance on moving and travel concerns. This mentor will normally be someone from the person's home Center. Participants are encouraged to maintain this relationship to gain support in understanding the issues they could face upon return to their home Center.

Participants are also required to have an Executive mentor. This Executive Mentor ideally is someone from the Center's top leadership who would be available to support and guide the participant during their year and help identify developmental assignments that will enable the participant to better support the Center upon their return. They can also help the participant plan how they can best share and use their experience upon return to the Center.

Current Program Coaches

Cindy Zook has 20 years experience coaching individuals, teams and organizations in both the public and private sectors. She was instrumental in co-creating and applying the leadership choices model and coaching framework for the Council for Excellence in Government.

John Riordan is in his third year of using the leadership choices model with the Council in providing leadership coaching for their Fellows Program and the State of Maryland's Leadership in Action Program. In addition, he has worked for over three years with both public and private sector individuals and teams providing leadership coaching.

Dr. Libby Brown has 20 years experience providing coaching and counseling to individuals in private practice. She recently joined Cindy Zook and Associates and is providing leadership coaching to individuals and teams in organizational settings

Leadership Benchmarking

Throughout the year the NEPP participants will be interacting with many of NASA's top leaders, as well as effective leaders from a variety of sectors. These structured interactions, in a variety of formats, are intended to provide participants with access to the current leadership thinking that is guiding this agency into the future. They also provide an opportunity to learn from a variety of leadership styles, practices, and examples from inside and outside NASA.

- **AA Briefings:** Throughout the NEPP year, participants will have the opportunity to engage with top leadership from across NASA. Regularly scheduled briefings involve Associate Administrators, Center Directors and leaders from across the agency.
- **Benchmarking** is the process of looking at "best practices" in leadership, and then applying insights to your own leadership. Leadership Benchmarking is an intentional, structured learning process involving preparation, real-time observation, comparison and follow-up action and application. During the year, participants will have the opportunity to benchmark a variety of effective leaders from the federal sector, private industry, and/or non-profit organizations.

Agency-Wide Results Project

The NASA Executive Potential Program aims to develop leaders who produce **extraordinary results**. Effective leaders are willing to paint a vision of the future, put a stake in the ground, and then work with others to figure out how to produce that result.

The NEPP Results Project is intended to provide participants with an opportunity for immediate practical application of the leadership theory and skills they are learning ***in order to achieve agency goals and produce real, measurable results that matter to the Agency and to the American people.***

- The results project provides a “real world” leadership experience that requires participants to collaborate in cross-Agency teams, test and stretch their leadership, and make a real contribution to NASA’s mission.
- Participants will self-select into teams around a result topic proposed by Code A or a NASA Enterprise, that aligns with their passion and energy and supports the Agency’s mission. The teams will then define measures for their result, gather relevant data, and develop strategies for action.
- The targeted result and the effort to achieve it will be real – not a “simulation”.
- Teams will be challenged to set challenging goals, and develop and implement action plans in order to complete their effort by Graduation.

Accountability and Performance

For the NEPP to be effective there needs to be feedback and accountability at multiple levels. Program accountability will be reinforced through both informal and formal structures, including direct feedback, program requirements, reports and evaluation.

Accountability

During the NEPP year:

1. **Participants** continue to be accountable to the Agency and their Center Directors and supervisors for individual performance and ability to realize mission results. During their NEPP year, participants are also accountable to the above individuals, the NEPP Program Director and their classmates for staying fully engaged in the program, attending all pre-scheduled events and:
 - Producing tangible mission results,
 - Being open to feedback and new ideas,
 - Taking risks,
 - Maintaining an agency-wide, One NASA perspective,
 - Willingly taking on leadership roles,
 - Actively working to build relationships for the good of the NASA mission,
 - Maintaining unquestioned integrity, and
 - Maintaining a high level of technical competence.

The following requirements must be met by all participants in order to qualify for completion of the NEPP:

- A pre-NEPP entry meeting with Center Director to discuss the individual's developmental focus and the Center's needs
 - Attendance at all six NEPP learning workshops
 - At least 80% attendance at NASA Associate Administrator briefings
 - At least 80% attendance at Monthly Program Updates
2. Developmental Assignment Supervisors are accountable to the Agency for ensuring participants have challenging assignments that expose them to the higher and broader level of the Agency or to the organization in which they are assigned. Developmental Assignment Supervisors are expected to have a high level of involvement with the participant to provide technical guidance and overall mentoring.
 3. Center Directors, Human Resource Directors and Home Supervisors are accountable to their participants and to Agency leadership for the Center's participation in the program, including success in using the program as a strategic succession planning tool for highly qualified executive candidates. They are also accountable for enabling Agency-wide mobility.
 4. NEPP Program Director is accountable to the Agency, Center Management and participants for over all high quality and results of the program.

The Headquarters Training and Development Office will provide feedback annually to Code A, Enterprise Heads and Center Directors on participant participation and results achieved.

Performance Reporting - Participant

NEPP Program Reports

Both the program participant and developmental assignment supervisors prepare a mid-program and a final report. These reports are used by the Training and Development Division to monitor the progress of the participants and inform the sponsoring organization of the NEPP participant's activities. The final report is also the documentation used as evidence of successful completion of the program.

The reports are a tool for the sponsoring organization to use during the NASA Performance Appraisal process. The participant is responsible for providing these reports to the Training and Development Division and sending copies to the management officials and training office at the sponsoring organization.

Mid-Program Report

By February 15, each participant prepares and submits the report to the Training and Development Division. This report should emphasize the significant accomplishments and progress being made in the Development Assignment. It should also cover any significant changes in the assignment, problems preventing completion of planned activities, and plans for overcoming problems.

Final Program Report

By July 15, each participant submits the final report to the Training and Development Division. The report should emphasize the experience gained in the Development Assignment, the opportunities it provided, and the desired use of this learning in the future. This is an opportunity for the participant to inform the sponsoring organization of new abilities as well as desired ways of using the knowledge and skills in future assignments.

As Development Assignment Supervisor comments are included as part of these reports, the reports may be used as documentation for performance reviews upon returning to home installations.

Participant's Performance Appraisal

Participants in the NEPP remain under the Performance Appraisal Program of their sponsoring organization during the program year. **The performance plan developed for participants in the program must include objectives and performance requirements applicable to their Developmental Assignment.** Performance against these requirements must be given appropriate consideration in the final assessment of performance during the appraisal period.

The performance appraisal process will involve both the home supervisor and the Developmental Assignment supervisor. Program reports will be useful in this process, and the participant's Individual Development Plan may serve as the basis for the performance plan to cover the program year. The Developmental Assignment supervisor is responsible for providing needed information to the home supervisor as requested. Assessment of the participant's performance during the program year is the responsibility of the Developmental Assignment supervisor. Usually the program reports are sufficient to meet this requirement.

The home supervisor has final approval of the rating. Participants should discuss this issue with the home supervisor to ensure that he or she understands the process. Participation in the program should not have a negative impact on pay determinations.

Performance Reporting - Program

Program Evaluation

Participants are also required to complete a final Program Evaluation. This feedback helps ensure the program continues to meet the needs of the Agency and is of the highest quality.

The Training and Development Division ensures that all levels of the NEPP are evaluated annually. This evaluation is conducted using questionnaires (both descriptive and attitudinal in nature) and by conducting interviews with participants (current and/or past) and supervisors. Through this evaluation process, a better understanding of the strengths and weaknesses of the program are determined, and actions are taken annually to improve the program.

Feedback on program effectiveness including the impact on mission results and the effectiveness of the NEPP in supporting NASA succession planning goals is provided to Agency management annually. Center Directors are also provided feedback on the progress of past participants and Center specific impacts.

Results

This portion of the web site is under development.

Program Schedule

The NEPP is a year-long program. While Developmental Assignments vary in length, all participants are required to participate in the scheduled events for the entire year.

June	Orientation - Initiates the process of leadership development and clarifies program requirements and participant expectations. Includes team building training.
August	Developmental Assignments – Participants move to developmental location and begin assignments.
September	Results Workshop – Participants continue to work on

	alignment of vision, values and mission and the identification of results. Includes Congressional briefing training.
December	Expanding Possibilities Workshop – Participants identify barriers and resistance and actions needed to overcome these barriers. Includes Creative Thinking Training.
January 15	Book of Wisdom Updates Due - The Book of Wisdom is a “gift” from each class to the next that imparts their best ideas on how to make the NEPP year a success.
February	Reducing Barriers Workshop - Participants benchmark with outside leaders . Includes Systems Thinking training.
February 15	Mid-Term Report Due
April	Reentry Workshop - Participants identify strategies and action plans for leveraging their learning after the year is complete. Includes leadership training at the Army War College.
July 15	Final Report Due
July	Celebration Workshop and Graduation - Participants reinforce strategies for moving forward and celebrate program completion.

In addition participants attend:

Monthly Program Update Teleconferences

Bi-Monthly Associate Administrator Briefings

Program Administration and Travel

Funding

Centers are responsible for paying the salaries of participants and travel for the Orientation and Planning trips. The Training and Development Division funds training, *per diem*, and program-related travel once the participant starts their assignment. Travel costs due to requirements of the work assignment are paid by the host organization under separate travel orders.

Travel Procedures and Authorization

NOTE: All references to travel and reimbursement limitations or any other regulation should be discussed with the local officials responsible for the requirement. These requirements are subject to change.

Center Responsibility: Centers will budget for and fund the *per diem* and travel costs for the following trips. Participants should contact their home center NEPP Coordinator for Orientation and Planning Trip Travel Orders.

Orientation Trip: Normally scheduled in June (specific dates are announced by May). Center NEPP Coordinators prepare travel orders.

Planning Trip: Normally scheduled in June or July. This trip is combined with the Orientation (for those coming to the Washington, DC area) or follows the Orientation. Participants meet with their Sponsoring Organization supervisor to discuss their assignment and to make their housing arrangements for the year.

Headquarters Responsibility: The Headquarters Training and Development Division will budget for and fund the *per diem* and costs for the following trips:

Initial Trip (using the participant's privately owned vehicle if desired) to the work assignment location **and Return Trip** to the sponsoring installation at the completion of the program. No reimbursement will be authorized for transporting excess baggage (household goods, etc.) by a do-it-yourself moving method when the participant is authorized use of a privately owned vehicle. Reimbursement will be authorized for shipping up to 500 pounds (by Government bill of lading) if the participant travels by common carrier to the work assignment and back. The Training and Development Division prepares yearlong travel orders that cover the "in-program trips" including Entry, Reentry and Return Trips and mandatory workshops (see 3 below).

Home Center and Reentry Trips are authorized for return to the sponsoring installation so that management can update the participant on program activities and discuss their learning progress and reentry plans. Since the participant cannot receive *per diem* at the permanent duty station, there are no limitations on the length of time for the reentry trip. The participant and the appropriate supervisors arrange this trip, and no additional travel orders are required.

In-Program Trips: Trips are authorized for the following mandatory workshops: Results, Expanding Possibilities, Reducing Barriers, Reentry and Celebration and Graduation. No additional travel orders are required for this trips unless the participant's Developmental Assignment location is the same as their home center location.

Since Goddard Space Flight Center (GSFC) is located within the Washington, DC metropolitan area, GSFC participants working at Headquarters (or Headquarters participants working at GSFC) are not considered to be on travel status, and no travel or parking expense is authorized for them.

Travel Other Than the Authorized Program Trips

The office hosting the participant is responsible for funding all travel related to the Developmental Assignment. When a participant is directed to travel on temporary duty away from the Developmental Assignment location, the participant "Temporary Duty *Per Diem* Rate" is reduced. The host office must always authorize travel in accordance with the Financial Management Manual (FMM 9743) and, if questions arise, consults with Headquarters Code CF prior to authorizing travel.

Per Diem Authorization

Participants on extended TDY are authorized daily *per diem* rates in accordance with FMM Appendix 9743. Headquarters participants going to a Center (other than GSFC) will receive the amount authorized in accordance with FMM 9743 for extended duty in the relevant geographical area. By law, *per diem* is discontinued during periods of annual leave, and under no circumstances can *per diem* be paid when the traveler returns to the permanent duty station.

Leave

Since *per diem* is discontinued during periods of annual leave, participants may wish to use as much of their annual leave as possible before beginning their extended temporary duty assignment. *Per Diem* is paid for sick leave that does not exceed 14 consecutive working days. Official time and attendance records are maintained at the participant's home installation. Participants must coordinate with their home supervisor on time and attendance reporting requirements.

Policy on Job Offers

Agency policy specifies that no official will make any job "offer" to a NEPP participant during the program year. This policy does not restrict the participant's right to apply for advertised vacancies during the program year and to accept the new position if selected. Agency-wide mobility is encouraged.

Family Considerations

Participants who consider the NEPP must also consider the effects of the program and geographical relocation on family members. Most participants elect to bring their families with them to the new location while others choose to come alone. Either way, the program may present stressful situations for all involved. We strongly urge all potential participants to discuss the likely impact of the program with others who will

be affected. One suggestion is to discuss the pros and cons with previous participants and, if possible, arrange for other family members to be present for the discussion. There is no one solution for every family situation, but everyone involved should have a voice in the decision. The Training and Development Division at NASA Headquarters can provide information on family considerations and names of previous participants willing to share their experiences.

Related Web Sites:

Book of Wisdom:

http://www.hq.nasa.gov/office/codeft/codeft/pdp/r_guide/index.html

Reentry and Agency Mobility

Reentry

Returning to the home organization after participating in long-term developmental programs has presented challenges for past development program participants and their installations. Reentry can be successful if it is fully discussed prior to the nomination process, but can lead to problems and disappointments when participants or supervisors assume this is understood without addressing individual expectations.

The purpose of the NEPP is as an Agency-wide succession planning tool. As such, the NEPP is designed to equip participants to take on positions of broader responsibility within the Agency. While a promotion is not a guaranteed outcome of the program, graduating participants should be better prepared to take on more challenging leadership roles and make a greater contribution to the Center and NASA.

It is important, therefore, that the issue of reentry be discussed before the program starts and as the year progresses. The Fellowship Application Form (NASA 1591) requires the individual along with their supervisor and Center Director to identify a reentry strategy for the participant prior to being accepted into the program.

The most successful reentry occurs when expectations are addressed during the initial planning of the participant's nomination. In most cases, the sponsoring organization will fill the participant's job after the participant vacates it. When this happens, even on a temporary basis, it is mandatory that the participant be informed of this action and understand the organization's commitment to him or her after completing the NEPP. Otherwise, the participant suffers unnecessary anxiety and uncertainty about his or her future.

Aligning the participant's new skills, knowledge and abilities with the needs of the home Center is not always easy to arrange upon the individual's return. When a good fit is not immediately available, Centers are encouraged to work with the participant to develop three to four month rotational assignments within the home Center following the individuals return. These rotational assignments provide an opportunity to ensure that the knowledge and skills gained by the participant are used to meet the current needs of the home Center.

Communication: A Two-Way Street

Past experience has shown that participants who have experienced the most successful reentry worked deliberately and systematically to maintain open communication with their sponsoring organization during the NEPP year. Although this fact is emphasized to participants at their orientation, the sponsoring organization supervisor is also responsible for staying in touch and keeping the participant informed.

Reentry Workshops/Trip

The Training and Development Division assists with reentry throughout the program year by providing training devoted to communications and the formal reentry process. During the last few months of the program, each NEPP participant returns to the home installation to review their reentry status, brief managers on program events and gain information on current events back home. This trip is specifically planned to enable a smooth reentry. Participants are also encouraged to actively inform their managers of their desire to apply the knowledge and experience gained from participating in the NEPP.

If reentry plans have not been resolved, this trip is used to plan the reentry position and any new assignments. The discussions during this process require both the employee and manager to share their expectations, review available options, and gain a clear understanding of the situation.

The participant must keep in mind that participation in the NEPP is a developmental opportunity and not a commitment for a future position or for future promotions. Just as the program is a long-term development program, the maximum rewards and value from participation are also derived over time.

Agency Mobility

Mobility, or the willingness to move within the Agency, is also an important concern for NASA. As employees move upward, the opportunity to broaden their experience by working in other areas of the organization becomes more important. For the highest positions in NASA, it is expected that individuals will have had experience in more than one NASA organization.

Historically approximately 30 percent of program participants change Centers or organizations within one year after completing the NEPP. Based on these statistics, the increased size of the program is expected to increase the pool of employees seeking mobility within NASA.